

## **The Influence Of Leadership Style And Organizational Culture On Employee Performance at BKPSDM Office, Malang City**

**Finsensia Remia<sup>1</sup>, Wiliy Tri Hardianto<sup>2</sup>, and Fitri Setyaningrum<sup>3</sup>**

\* Correspondence Author: [vinsesiaremia@gmail.com](mailto:vinsesiaremia@gmail.com)

<sup>1,2,3</sup> Management, Faculty of Economics, University of Tribhuwana Tunggadewi, Malang, Indonesia

INDEXING	ABSTRACT
<p><b>Keywords:</b> Keyword 1; Leadership Style Keyword 2; Organizational Culture Keyword 3; Employee Performance Keyword 4; Linear Regression Keyword 5; Organizational Management</p>	<p>Human resources play a crucial role in an organization, as achieving organizational goals would be challenging without a strong and healthy workforce. To enhance employee performance, organizations must consider several factors, including leadership style, organizational culture, and employee motivation (Bangun W., 2012). This study aims to examine the impact of leadership style on employee performance and the influence of organizational culture on employee performance at the Malang City BKPSDM Office. The findings reveal that leadership style has a positive and significant effect on employee performance. Additionally, organizational culture also significantly contributes to improving employee performance. A combination of an effective leadership style and a conducive organizational culture fosters a productive work environment and enhances employee motivation. The study implies that management should adopt appropriate leadership strategies and strengthen organizational culture to maximize employee performance effectively.</p>

### **Article History**

Received 17 March 2025; Revised 13 August 2025; Accepted 17 August 2025 :

Publish 29 September 2025

## **INTRODUCTION**

An agency must be able to compete effectively for human resources (HR) to ensure its survival. Human resources are among the most valuable assets of an organization, serving as the foundation for operational execution and policy implementation (Obiekwe, 2018). As a critical component of human resource management (HRM), HR encompasses managerial responsibilities, including staff recruitment and selection, screening, training, compensation, and job evaluation. According to Dessler, human resource management consists of a set of rules and procedures designed to meet employee demands, ensuring that the organization can function efficiently while supporting its workforce (Dessler, 2021).

The influence of leadership style and organizational culture plays a crucial role in shaping employee dedication and productivity (Sharma et al., 2025). The challenges and interpersonal dynamics within the work environment of BKPSDM Malang City may differ from those in other regions, making it essential to study how these factors impact employee performance in delivering public services. To ensure better performance today and anticipate future workforce needs, organizations must cultivate high-quality human resources (HR) capable of adapting to change at every stage of the transformation

process. Without proactive efforts to develop and enhance HR, a company risks falling behind and becoming less competitive in an increasingly dynamic environment.

According to Robbins in Tewal et al. leadership is defined as the ability to influence a group toward achieving a goal (Tewal et al., 2017). Leadership style is influenced by external factors, while employee performance is shaped by internal factors. At the district level, the primary responsibility is to carry out tasks and services delegated by the federal government to local authorities. Since district employees play a crucial role in implementing central government directives effectively, their performance becomes a key concern for the community.

Employee dedication to an organization plays a crucial role in achieving organizational goals and enhancing overall performance (Shahid & Azhar, 2013). When employees are committed to their workplace, they put in greater effort to support the organization's growth and perform their duties with care and diligence. Given the challenges and dynamics within BKPSDM Malang City, this study aims to examine:

1. The influence of leadership style on employee performance at BKPSDM Malang City.
2. The impact of organizational culture on employee performance at BKPSDM Malang City.
3. The relationship between leadership style, organizational culture, and employee performance within the agency.

The study seeks to provide insights that help enhance employee commitment and performance in delivering public services.

## LITERATURE REVIEW

Flow Theory is a psychological concept that explains the optimal state in which an individual is fully engaged and deeply immersed in an activity. This theory was first introduced by psychologist Mihaly Csikszentmihalyi in 1975. According to Csikszentmihalyi and Csikzentmihaly, Flow occurs when a person experiences intense focus, complete control, and intrinsic enjoyment in an activity, to the extent that they lose awareness of time and their surroundings (Csikszentmihalyi & Csikzentmihaly, 1990). Flow has several key characteristics, including:

- Full concentration on the task
- A balance between challenge and skill
- Clear goals and immediate feedback
- A sense of control over actions
- Intrinsic satisfaction from the activity

This state allows individuals to perform at their best while experiencing deep enjoyment and motivation.

Indicators of leadership style include decision-making ability, motivational skills, communication skills, the ability to supervise and control others, responsibility towards subordinates, and emotional control (Wuryania et al., 2021). Meanwhile, organizational culture indicators consist of innovation and risk-taking, attention to detail, result orientation, people orientation, team orientation, and aggressiveness. Employee performance indicators are measured by the quantity and quality of work.

## RESEARCH METHOD

This research was conducted at Jl. Tuggu No. 1, Kidulalem, Klojen District, Malang City, East Java. Aiming to analyze the influence of leadership style and organizational culture on employee performance at BKPSDM Malang City, this study employs a quantitative methodology. The population in this study consists of all employees at BKPSDM Malang City, totaling 43 individuals, with the sample comprising the entire employee population. Data collection methods include questionnaires, observations, interviews, and documentation.

The data collection methods used in this study include both primary and secondary data. Several operational definitions are applied, covering leadership style, organizational culture, and employee performance. Research instruments include variable measurement periods and validation tests. Meanwhile, the data analysis technique follows a quantitative research approach. The classification assumptions consist of a normality test, a heteroscedasticity test, and a multicollinearity test. Additionally, hypothesis testing is conducted using the T-test and F-test.

## RESULT AND DISCUSSION

The validation test is a measure that determines the level of accuracy and validity of an instrument (Rahardja et al., 2019). A valid instrument has high validity and can accurately capture data from the variables being studied. The degree of validity reflects how well the collected data aligns with the actual characteristics of the variable in question. Instrument testing includes assessments of the independent variable (X) and the dependent variable (Y), along with the Reliability Test.

### Results of the Classic Assumption Test

#### Normality Test

The research is normal if the Kolmogorov-Smirnov test has a significant value  $> 0.05$ .

Table. 1 Kosmogorov-Smirnov Normality Test		
		Unstandardized Residual
N		43
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.26306316
	Absolute	.141
Most Extreme Differences	Positive	.141
	Negative	-.081
Kolmogorov-Smirnov Z		.924
Asymp. Sig. (2-tailed)		.361

*Source: Primary Data Processed, 2025*

Table 1 shows that the Asymp value. Sig. (2-tailed) (Pvalue)  $0.361 > 0.05$  means that in this study the variable data in this study is normally distributed.

#### Multicollinearity Test

Multicollinearity can be seen with the Variance Inflation Factor (VIF), if the VIF value is  $< 10$  and the tolerance value  $> 0.10$ , then there are no symptoms of multicollinearity.

**Table. 2 Multicollinearity Test**

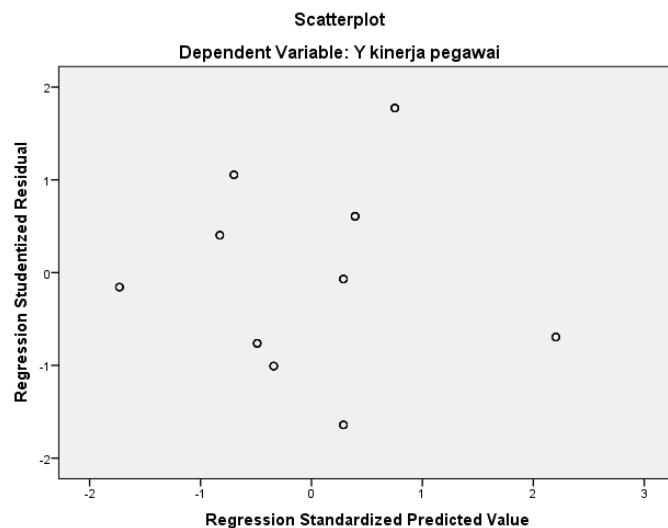
Model	Collinearity Statistics	
	Tolerance	VIF
Leadership style	0,313	3,191
Organizational culture	0,313	3,191

Source: Primary Data Processed, 2025

Table 2 shows that the tolerance values of the leadership style and organizational culture variables are greater than 0.1 and the VIF value is less than 10, so it can be concluded that there is no multicollinearity between variables.

### Heteroscedasticity Test

One method to detect heteroscedasticity is by examining the plot of residuals (\*ZRESID) against predicted values (\*ZPRED). If the distribution of points in the plot does not form a specific pattern, the model can be considered free from heteroscedasticity. An ideal regression model exhibits homoscedasticity, meaning no heteroscedasticity is present (Ghozali, 2016). The heteroscedasticity test in this study was conducted using the Glejser test. If the significance (Sig) value is greater than 0.05, it indicates the absence of heteroscedasticity.

**Figure. 1 Scatterplot**

Source: Primary Data Processed, 2025

Figure 1 above shows that the distribution of points in the plot does not indicate the existence of a specific pattern, so it can be said that the model is free from the assumption of heteroscedasticity.

**Table. 3 Glacier Test**

Model		Sig.
1	(Constant)	.213
	X1 gaya kepemimpinan	.135
	X2 budaya organisasi	.068

Source: Primary Data Processed, 2025

Based on Table 3 above, the significance (Sig) value for each variable, namely leadership style (X1) and organizational culture (X2), is greater than 0.05. This indicates that heteroscedasticity does not occur in the model.

### Multiple Linear Regression

The results of the multiple linear regression calculation were used to predict the strength of the relationship between the independent variables, namely leadership style (X1) and organizational culture (X2), with the dependent variable, employee performance (Y).

**Table. 4 Multiple Linear Regression**

Independent Variable	Regression Coefficient	t count	t table	Level of Significance	Information
Constant	12,501				
Leadership style	0,332	2,768	2,019	0,008	Significant
Organizational culture	0,250	2,358	2,019	0,011	Significant

*Source: Primary Data Processed, 2025*

Based on table 4, the regression model can be determined as follows:

$$Y = a + bX_1 + bX_2 + e$$

$$Y = 12,501 + 0,332X_1 + 0,250X_2$$

Information:

Y = Employee performance

X1 = Leadership style

X2 = Organizational culture

The multiple linear regression calculation shows that the regression coefficient for leadership style (X1) is 0.332, indicating a positive relationship between leadership style and employee performance. This means that if leadership style declines, employee performance will also decrease, whereas an improvement in leadership style will lead to increased employee performance. Similarly, the regression coefficient for organizational culture (X2) is 0.250, signifying a positive correlation between organizational culture and employee performance. A weaker organizational culture results in lower employee performance, while a stronger organizational culture enhances employee performance.

### Determination Coefficient Analysis

The determination coefficient (R Square) analysis in multiple linear regression is used to measure the percentage of influence that the independent variables (X) have on the dependent variable (Y). This coefficient indicates the extent to which the variation in the independent variables included in the model can explain the variation in the dependent variable (Y). A higher R Square value suggests that the model better explains the changes in the dependent variable, while a lower value indicates that other factors outside the model may influence the dependent variable.

**Table. 5 Results of Determination Coefficient**

Model	R	R square	Adjusted R square
Leadership style	0,751	0,563	0,541
Organizational culture			

Source: Primary Data Processed, 2025

Table 5 shows the R square value of the leadership style and organizational culture variables of 0.563. Based on the data, the percentage value of independent variables of leadership style and organizational culture affects the dependent variables of employee performance by 56.3%.

## Hypothesis Test

### Test t (partial)

The test was carried out to determine the influence of each independent variable, namely the leadership style variable (X1) and organizational culture (X2) on employee performance (Y).

**Table 4.10 Test Results**

Independent Variable	Regression Coefficient	t count	t table	Level of Significance	Information
Constant	12,501				
Leadership style	0,332	2,768	2,019	0,008	Significant
Organizational culture	0,250	2,358	2,019	0,011	Significant

Source: Primary Data Processed, 2025

Table 4.10 The results of the t-test show that the leadership style variable (X1) obtained a calculated t-value of 2.768 and a t-table of 2.019. Based on the data, t calculate  $>$  t table, then the H0 hypothesis is rejected and H1 is accepted. So it can be said that the leadership style variable (X1) has a real effect partially on the employee performance variable (Y).

Table 4.10 of the t-test results shows that the organizational culture variable (X2) has a calculated t-value of 2.358, which is greater than the t-table value of 2.019. Based on this data, since t-calculated  $>$  t-table, the null hypothesis (H0) is rejected, and the alternative hypothesis (H2) is accepted. This indicates that the organizational culture variable (X2) has a significant partial effect on the employee performance variable (Y).

### Test F (Simultaneous)

The test was conducted to assess the impact of all independent variables, namely leadership style (X1) and organizational culture (X2), on employee performance (Y). This is achieved by comparing the calculated F-value (Fcal) with the F-table value to determine the significance of their combined influence.

**Table 4. Simultaneous Test Results**

F count	F table
25,801	3,23

Source: Primary Data Processed, 2025

Table 4 shows that the result obtained is an Ftable value of 3.23 while Fcal is 25.801. Based on this data, it was found that Fcalung  $>$  Ftable, so H0 was rejected and

H3 was accepted. This shows that the independent variable has a significant simultaneous influence on the dependent variable (Y).

## Discussion

Based on the results of the research data that has been obtained tested using SPSS 21 software, a discussion of the influence of leadership style and organizational culture on employee performance (at BKPSDM Malang City), can be explained as follows:

### 1. Leadership Style On Employee Performance

The results of the H1 test indicate a partial influence between leadership style and employee performance, where an improvement in leadership style will also enhance employee performance. This is supported by the leadership style variable (X1), which obtained a calculated t-value of 2.768 and a t-table value of 2.019. Based on the data, since  $t_{calculated} > t_{table}$ , the H0 hypothesis is rejected, and H1 is accepted. Therefore, it can be concluded that the leadership style variable (X1) has a significant partial effect on the employee performance variable (Y). The results of this study are relevant to the research conducted by Nur yatmin samin (2021) with the title The Influence of Leadership Style and Organizational Culture on Employee Performance at the Malang City BKPSDM Office. The results of the study showed that there was a positive and significant influence between leadership style variables on employee performance. Then the variables of organizational culture on employee performance at the Malang City BKPSDM office. So it can be concluded that the lower the leadership style, the lower the performance of employees in this study.

### 2. Organizational Culture On Employee Performance

The results of the H2 test indicate a partial influence between organizational culture and employee performance, where an improvement in organizational culture will also enhance employee performance. This is supported by the organizational culture variable (X2), which obtained a calculated t-value of 2.358 and a t-table value of 2.019. Based on the data, since  $t_{calculated} > t_{table}$ , the H0 hypothesis is rejected, and H2 is accepted. Therefore, it can be concluded that the organizational culture variable (X2) has a significant partial effect on the employee performance variable (Y). The findings of this study align with the research conducted by Sariani NI Kadek Ayu Dewi (2023), titled The Influence of Transformational Leadership Style, Work Motivation, and Organizational Culture on Employee Performance at the Malang City BKPSDM Office. The study revealed that transformational leadership style, work motivation, and organizational culture positively and significantly impact employee performance. This indicates that an increase in transformational leadership style leads to improved employee performance at the Malang City BKPSDM office. Consequently, it can be concluded that a weaker organizational culture corresponds to lower employee performance in this study.

### 3. Leadership Style and Organizational Culture on Employee Performance

The results of the H3 test indicate a simultaneous influence between leadership style and organizational culture on employee performance. This is supported by

the obtained results, where the F-table value is 25.801, while the F-calculated value is 3.23. Based on this data, since  $F\text{-calculated} > F\text{-table}$ ,  $H_0$  is rejected, and  $H_3$  is accepted. This confirms that the independent variables have a significant simultaneous effect on the dependent variable (Y). The results of this study are relevant to the research according to Nasir et al. with the title The Influence of Situational Leadership Style and Organizational Culture and Organizational Commitment on Employee Performance (Nasir et al., 2020). The results of the study show that the influence of situational leadership style and organizational culture and organizational commitment together affects the performance of office employees. So it can be concluded that the performance of employees in this study is influenced by several factors, namely leadership style and organizational culture

## CONCLUSION

The conclusion of the research findings and discussion on the influence of leadership style and organizational culture on employee performance at BKPSDM Malang City is as follows:

1. The results of the  $H_1$  test indicate a partial influence between leadership style and employee performance, where an improvement in leadership style leads to enhanced employee performance.
2. The results of the  $H_2$  test demonstrate a partial influence between organizational culture and employee performance, showing that a stronger organizational culture contributes to better employee performance.
3. The results of the  $H_3$  test reveal a simultaneous influence of leadership style and organizational culture on employee performance, confirming that both variables together significantly impact employee performance.

Suggestions for the results of the research regarding the influence of leadership style and organizational culture on employee performance (at BKPSDM Malang City) are as follows:

1. For Researchers:

The researcher hopes that the Malang City BKPSDM Office will continue to progress and develop, enabling it to excel in competition while expanding its knowledge. Additionally, it is expected that the institution will continuously enhance its understanding of performance quality and further explore the theoretical aspects related to employee performance improvement.

2. For the Research Location:

It is expected that the office, based on the results of this research, can make an effective contribution and provide valuable insights for improving the execution of its duties and functions.

3. For Academics:

This research is expected to serve as a valuable source of knowledge and reference material for students conducting further research studies.

## REFERENCES

### Authored Book

Csikszentmihalyi, M., & Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience* (Vol. 1990, p. 1). New York: Harper & Row.

Dessler, G. (2021). *Enhanced ebook for Human Resource Management [Global Edition]*. Pearson Education. <https://books.google.co.id/books?id=AA9NEAAAQBAJ>

Ghozali, I. (2016). Aplikasi analisis multivariat dengan program IBM SPSS 23. Semarang: BPFE Universitas Diponegoro.

### Journal Articles

Nasir, M., Murfat, M. Z., Basalamah, J., & Basalamah, A. (2020). An analysis of work discipline, work environment and employment satisfaction towards performance. *Jurnal Manajemen Bisnis*, 11(1), 65-75.

Obiekwe, O. (2018). Human capital development and organizational survival: A theoretical review. *International Journal of Management and Sustainability*, 7(4), 194-203.

Rahardja, U., Aini, Q., Graha, Y. I., & Lutfiani, N. (2019, December). Validity of test instruments. In *Journal of Physics: Conference Series* (Vol. 1364, No. 1, p. 012050). IOP Publishing.

Shahid, A., & Azhar, S. M. (2013). Gaining employee commitment: Linking to organizational effectiveness. *Journal of management research*, 5(1), 250.

Sharma, K., Joshi, C. K., Boopathy, M. C., Kazmi, S., Arumugam, S., & Attri, R. K. (2025). The Impact Of Organizational Culture On Employee Performance: A Study Of Leadership Styles And Workplace Productivity. *Metallurgical and Materials Engineering*, 205-215.

Tewal, F. S., Mandey, S. L., & Rattu, A. J. M. (2017). Analisis pengaruh budaya organisasi, kepemimpinan, dan motivasi terhadap kinerja perawat rumah sakit umum daerah maria walanda maramis minahasa utara. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 5(3).

Wuryania, E., Rodlib, A. F., Sutarsib, S., Dewib, N. N., & Arifb, D. (2021). Analysis of decision support system on situational leadership styles on work motivation and employee performance. *Management Science Letters*, 11, 365-372.